

LEADERSHIP

Identify Roles and Duties

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Leadership-Identify Roles and Duties

- **Position vs Role vs Duty**
- **Leadership**
- **Back Office Staff**
 - a) **Clinical**
 - b) **Non-Clinical**
- **Field Staff**

POSITION vs ROLE vs DUTIES

- **Positions**

- These are stated in your Budget

- Listed on your Organizational Chart

- Recruited for

- **Roles**

- Identify the Roles that need to be filled

- One Position may have several Roles

- Identify the appropriate Position to cover multiple Roles

- **Duties**

- Identify tasks and responsibilities

- Be very specific

- Know your employee's skill set

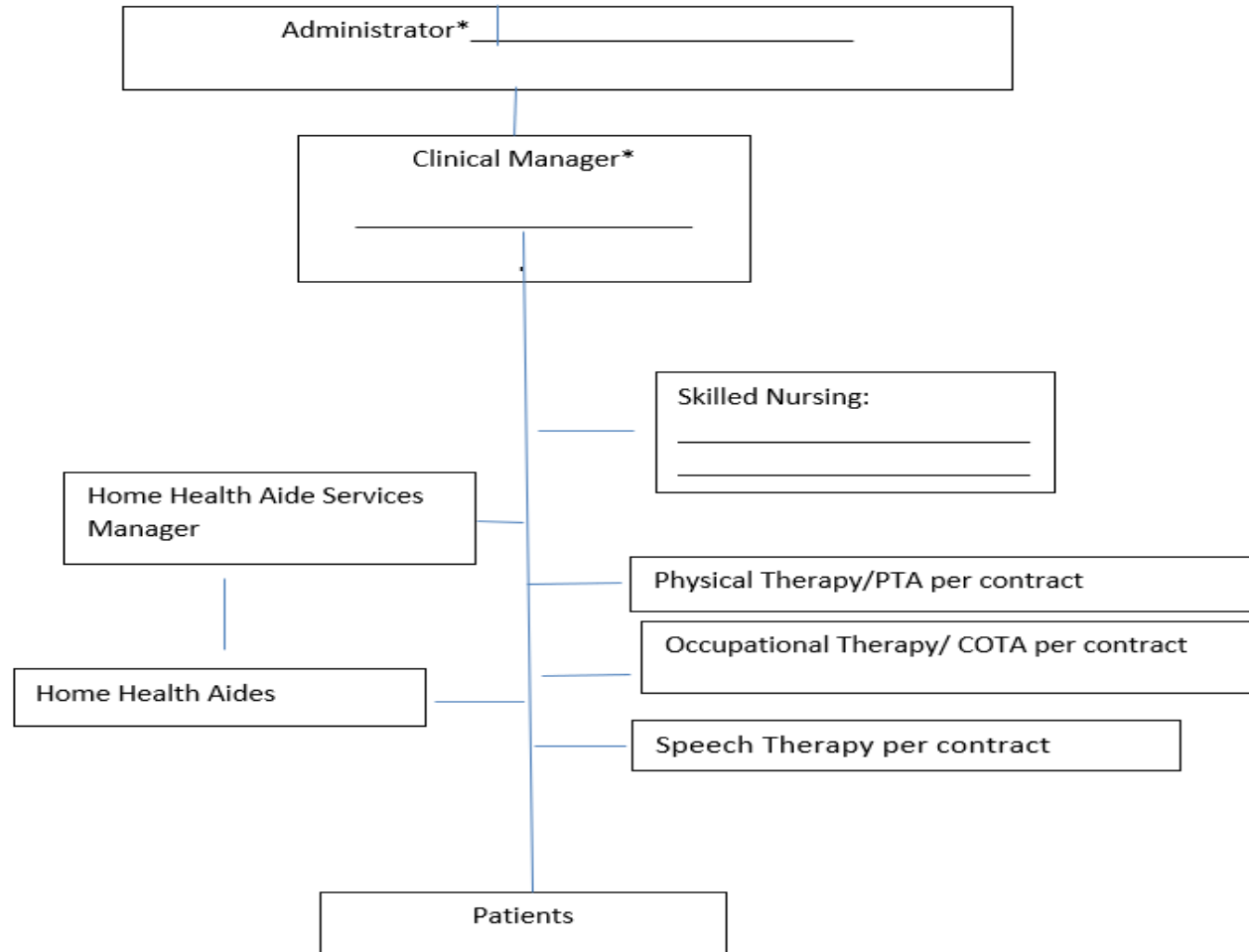
LEADERSHIP

- Administrator
- Alternate Administrator
- Clinical Manager
 - In some states called DCPS in regulation
- Alternate Clinical Manager
- Non-Clinical Back Office Lead

The Regulatory Musts... WHO

- ADMINISTRATOR
- G1052 §484.115(a)(2) For individuals that begin employment with an HHA on or after January 13, 2018, a person who: (i) Is a licensed physician, a registered nurse, or holds an undergraduate degree; and (ii) Has experience in health service administration, with at least 1 year of supervisory or administrative experience in home health care or a related health care program. Interpretive Guidelines §484.115(a) An “undergraduate degree” means a bachelor’s or associate’s degree.

NAME OF AGENCY – Organizational Chart 2023



What...

- §484.105(b)(1) The administrator must:
 - (i) Be appointed by and report to the governing body;
 - (ii) Be responsible for all day-to-day operations of the HHA;
 - (iii) Ensure that a clinical manager as described in paragraph (c) of this section is available during all operating hours;
 - (iv) Ensure that the HHA employs qualified personnel, including assuring the development of personnel qualifications and policies.
- Interpretive Guidelines §484.105(b)(1) “Report to” means the administrator reports directly to the governing body with no intermediaries. “Operating hours” include all hours which the HHA is open and providing care to patients.

When...

- §484.105(b)(3) The administrator or a pre-designated person is available during all operating hours.
- Interpretive Guidelines: Available means physically present at the agency or able to be contacted via telephone or other electronic means.

But, if not...

- §484.105(b)(2) When the administrator is not available, a qualified, pre-designated person, who is authorized in writing by the administrator and the governing body, assumes the same responsibilities and obligations as the administrator. The pre-designated person may be the clinical manager as described in paragraph (c) of this section.
- Interpretive Guidelines §484.105(b)(2) “Pre-designation” means that the individual who is responsible for fulfilling the role of the administrator in his/her absence is established in advance and approved by the governing body.

The Regulatory Musts: WHO

- CLINICAL MANAGER
- G1056 §484.115(c) Standard: Clinical manager. A person who is a licensed physician, physical therapist, speech-language pathologist, occupational therapist, audiologist, social worker, or a registered nurse.

What...

- §484.105(c) Standard: Clinical manager. One or more qualified individuals must provide oversight of all patient care services and personnel. Oversight must include the following
 - G960 (1) Making patient and personnel assignments,
 - G962 (2) Coordinating patient care,
 - G964 (3) Coordinating referrals,
 - G966 (4) Assuring that patient needs are continually assessed, and
 - G968 (5) Assuring the development, implementation, and updates of the individualized plan of care.

BACK-OFFICE

- **Clinical vs Non-Clinical**

- **Clinical**

- Administrator (not always)
- Clinical Manager/DON
- Clinical Supervisor/Clinical Team Leader
- Quality/Compliance Staff
- Intake

- **Non-Clinical**

- Administrator (not always)
- Human Resource
- Medical Records
- Scheduling
- Intake

HIRING STRATEGY

- **Hiring for the Position but able to cover multiple Roles**
- **Ask the appropriate questions**
- **Know your current team**
- **Hire candidates that understand flexibility**

COVERAGE TRANSITION

- **Clinical vs Non-Clinical**
- **Back Office-Clinical**
- **Back Office-Non-Clinical**
- **Field Staff**

CLINICAL FIELD STAFF

- **Office vs Field**
- **Coverage Strategy**
 - Cross Training
 - Identify Staff
 - Set Expectations

TEAM/TERRITORY APPROACH

- **Field coverage**
- **Identify staff**
- **Know where your staff live**
- **Have a structured process**
- **Review at staff meeting**

APPROACH to the BACK-UP PROCESS

- **Set the Standard in Orientation**
- **Include the Back-Up Process in Your Training**
- **Review in staff meetings**
- **Make sure the team understands the process**
- **Alleviate Stress**

STAFF CALLING OUT

DON'T PANIC



IMPLEMENTING THE PLAN

- **Make Sure Everyone Knows the Plan**
- **As a Leader, Do Not Work in a Silo**
- **Hold Your Staff Accountable**
- **Transparency is the Key**

HOLIDAYS are COMING

WHO CAN COVER!!



HOLIDAY COVERAGE

- **Include your Staff in the Decision Making**
- **Schedule Meetings with Field Staff**
 - Structure by Discipline
 - Have Everyone Commit
- **Schedule Meetings with Back Office**

Those Dreaded Resignations

ARE YOU READY

Did You Miss the Warning Signs



SMART STRATEGY

- **Is the Resignation Good for All Parties**
- **Is the employee salvageable**

Present Available Options

Alternate Sites

- **Internal Candidates**
- **Recruiting Process**
- **Distribution of Responsibilities**

IS IT TIME TO LET THEM GO

- **Making the Right Decision at the Right Time**
- **Are They in the Wrong Seat**
- **Time Invested Dilemma**
- **Be in Control as a Leader**
- **Set in Motion**

LEADER

Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand. —General Colin Powell



SKILLS OF A LEADER

- **Are You the Leader or the Friend**
- **Do You Panic or Stay Calm**
- **Do You See the Signs**
- **Do you Roll Up Your Sleeves or Just Direct**
The Right Balance
- **Do You Allow Your Staff to Have a Voice**
Balance of Transparency

Questions?



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Contact Us

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